



**Workforce Development  
Draft Statewide Competencies  
July 2008**

**AREA I: VISION AND PLANNING**

**Vision and Planning** competencies involve the ability to strategize about the future needs of the organization in the larger context of state government, and the external environment in general. Employees using Vision and Planning apply leadership practices and principles to achieve the organization's mission and goals.

**Competencies**

- A. Project future impact of current activities (individual, program &/or organizations), and inform those responsible for planning.

**Measurement:**

1. Describe current conditions/ environment (including fiscal, political, structural, organizational and other) in which one's activities occur.
2. With others, project/describe potential changes that may occur in the environment.
3. With others, identify how current activities and practices should change in order to support success in light of potential changes.

- B. Assess current effectiveness.

**Measurement:**

1. Collect, analyze, summarize and report data relevant to assessing the current effectiveness of one's work activities.

- C. Plan for future needs in one's work or organization, with an understanding of present problems and successes.

**Measurement:**

1. Research and identify trends and best practices.
2. Identify alternatives to current practices, and compare options.
3. Develop models and recommendations for alternatives.
4. Identify potential obstacles to implementation.
5. Develop strategies for reaching goals, including identifying potential problems/gaps and their solutions.

- D. Use the organizational mission, vision and values to guide decision-making in relation to policies, procedures and operational issues.

**Measurement:**

1. Interpret mission, vision and values of the organization in one's own words.
2. Check decisions and implementation within one's scope of work, against the guiding statements of the organization, and describe the connection between them.

## **AREA II: ORGANIZATIONAL AWARENESS**

**Organizational Awareness** competencies involve the ability to reflect a theoretical and practical understanding of the organization's component parts and personnel, and to utilize the organization's formal and informal structures and relationships to operate effectively. This applies to one's own team, division, department, and to state government.

### **Competencies**

- A. Advance the organization's mission, purpose and integrity through the work one does.

**Measurement:**

1. Can articulate the mission and vision of the organization.
2. Utilize regulation and policy appropriately and effectively.
3. Measure success against the standard of interdepartmental cooperation.
4. Hold self accountable for results and output.
5. Know and demonstrate through behavior the formal and informal routes of success.

- B. Expands knowledge of the organization beyond one's immediate unit/department.

**Measurement:**

1. Can articulate other units' missions, staff responsibilities, and scopes of work; and potential opportunities for collaboration between one's own unit and others.

### **AREA III: ETHICS AND VALUES**

**Ethics and Values** competencies call for an understanding of what is acceptable and unacceptable in one's profession and position or role, and for the organization and culture of the workplace. These competencies ensure employees' activities remain with these standards. Specifically, employees understand and adhere to policy and practice standards which provide guidance for personal, professional and organizational decision-making.

#### **Competencies**

- A. Execute all work-related activities consistent with policy & practice standards, without oversight.

##### **Measurement:**

1. List policy & practice standards.
2. Identify policy & practice standards that apply to one's work, and base decisions and actions on those standards.
3. Understand the policy & practice standards that define what is acceptable and unacceptable in one's position within the organization.
4. Understand where and how to access guidance and information when clarity is needed.

## **AREA IV: PROACTIVE BUSINESS PRACTICES**

**Proactive Business Practices** utilize methods that result in effective business operations and enhanced productivity, and that effectively implement the initiatives, changes and future plans of the organization.

### **Competencies**

A. Demonstrate flexibility and ability to seek clarification when direction is unclear.

**Measurement:**

1. Outline current work and challenges.
2. List potential solutions to challenges.

B. Develop plans and follow through on initiatives.

**Measurement:**

1. Create an on-going work plan.
2. Develop measures of success for initiatives.
3. Create goals and objectives.

C. Adapt work to utilize new technologies and systems.

**Measurement:**

1. Is aware of and can articulate new and effective ways of performing one's duties.
2. Participate in on-going educational opportunities.

D. Provide appropriate services to identified customers, constituents and stakeholders.

**Measurement:**

1. Identify the customers, constituents and stakeholders one serves and works with
2. Link current services to appropriate customer base.
3. List avenues for providing service.

## **AREA V: RESOURCE MANAGEMENT**

**Resource Management** competencies address the strategic utilization of resources, including human, financial, and knowledge and information.

### **Competencies**

A. Take responsibility for one's own work & effectiveness (self-management).

**Measurement:**

1. Create a work plan.
2. Make adjustments to work plan as needed.
3. Evaluate one's own performance regularly.

B. Takes responsibility for effective functioning as part of a team.

**Measurement:**

1. Keep team informed of work and connections (written, verbal, weekly report, team meeting).
2. Make suggestions for improvements.
3. Contribute to the performance of the team through participation, problem-solving, coaching/mentoring, and planning.

C. Understand and use sound financial practices.

**Measurement:**

1. Work within a stated budget.
2. Identify and take steps to identify and avoid waste within one's span of control.

D. Actively seek, acquire, organize knowledge and information.

**Measurement:**

1. Generate sources of information and resources.
2. Evaluate and prioritize information and resources for usability, quality, and reliability.
3. Is able to identify avenues to acquire new and unknown information and information sources.

E. Apply knowledge and information to achieve the desired outcomes.

**Measurement:**

1. Distill, articulate, and share information and resources to increase effectiveness.

## **AREA VI: CRITICAL THINKING**

**Critical Thinking** competencies involve gathering and analyzing information from various sources and drawing hypotheses, theories and conclusions.

### **Competencies**

#### **A. Demonstrate curiosity and imagination.**

##### **Measurement:**

1. Inquire about the work of others.
2. Take initiative to research information on all sides of issues and ideas.
3. Engage others in considering new possibilities.
4. Participate in brainstorming for problem-solving and planning.
5. Consider changes/improvements to one's areas of work even when no specific "problem" has been identified.
6. Provide rationale for current practices, and be open to others' ideas/changes.

#### **B. Learn new ways to approach work.**

##### **Measurement:**

1. Discover and follow up on training and other learning opportunities specifically related to one's work.
2. Periodically research trends and best practices in one's area of work.
3. Seek information about other fields or areas of work to learn new ways of thinking about one's own work.

#### **C. Assess processes one is responsible for, and improve on them.**

##### **Measurement:**

1. Break work processes down into their component steps and look for efficiencies.
2. Evaluate processes against measureable standards, including customer service and satisfaction, timeliness, quality, and other relevant factors.

#### **D. Systematically compare new ideas and old knowledge; re-examine issues.**

##### **Measurement:**

1. Review current practices without predisposition to keeping or changing them.
2. Apply all available information to the evaluation of processes and activities.

E. Effectively move an idea from concept to application.

**Measurement:**

1. Report problems and potential solutions to supervisors, and propose improvements.
2. Apply evaluation and feedback information to work practices, and make appropriate changes.
3. Plan and document step-by-step processes for improving work practices.
4. Implement and evaluate changes to ensure their effectiveness in advancing the goals of the organization.

F. Demonstrate flexibility. Respond and adapt quickly.

**Measurement:**

1. Respond to new information by assessing its effect on current practices and by initiating change processes accordingly.
2. Participate in change processes and practices, for the benefit of the overall goals or for the good of the team, even when one's personal judgment is that benefit may be minimal.

## **AREA VII: KNOWLEDGE AND INFORMATION MANAGEMENT**

**Knowledge and Information Management** involves working with the systems and processes that facilitate the effective and efficient identification, generation, use, and disposition of data, information and knowledge.

### **Competencies**

A. Actively seek, acquire, organize knowledge and information.

**Measurement:**

1. Generate sources of information and resources.
2. Prioritize information and resources for usability and quality.
3. Is able to identify avenues to acquire new and unknown information and information sources.

B. Apply knowledge and information to achieve the desired outcomes.

**Measurement:**

1. Distill, articulate, and share information and resources to increase effectiveness.

C. Identify appropriate recipients of information and develop strategies for disseminating information in one's span of control.

**Measurement:**

1. List recipients of appropriate information.
2. Create and follow a communication plan.
3. Adjust communication plan as needed.

D. Understand processes and procedures for the management of operational risk.

**Measurement:**

1. Understand responsibility for maintaining and protecting confidential and/or personally identifying citizen/client information.
2. Demonstrate understanding of statewide security policies and best practices to avoid misuse of state-owned systems.
3. Ensure state property (laptops, thumb drives) is protected from theft and misuse.

E. Adapt to new technologies and new systems.

**Measurement:**

1. Utilize basic Information Technology skills appropriate to job function: hardware/computer, projectors, etc.; and software/word-processing, email, etc.
2. Interpret information and intelligence from a wide range of sources. See interconnections and identify links.
3. Break work processes down into their component steps and look for efficiencies.
4. Evaluate processes against measurable standards, including customer service and satisfaction, timeliness, quality, and other relevant factors.
5. Review current practices without predisposition to keeping or changing them.
6. Apply all available information to the evaluation of processes and activities.

## **AREA VIII: COMMUNICATION**

**Communication** involves interactions to share thoughts and ideas through written, verbal, non-verbal and interpersonal means.

### **Competencies**

#### **A. Demonstrate effective listening skills.**

##### **Measurement:**

1. Reflect information back to speaker in one's own words.
2. Maintain appropriate eye contact.
3. Comprehend words and accurately interpret meaning -- direct and indirect.
4. Understand the importance of non-verbal cues (gestures, eye contact, body and arm position).
5. Incorporate cultural and other diversity factors when interpreting communication.

#### **B. Demonstrate effective written and oral communication skills.**

##### **Measurement:**

1. Present information in a clear and organized manner.
2. Effectively convey thoughts and ideas.
3. Use non-verbal communication effectively (using gestures, eye contact and other body language consciously, with diverse cultures and styles in mind).

#### **C. Recognize the communication styles of others and adapt accordingly.**

##### **Measurement:**

1. Gather information on audience and plan effective methods.
2. Solicit audience feedback and adjust accordingly.
3. Educate oneself about diverse cultures and other factors that influence communication.

#### **D. Effectively utilize electronic communication tools.**

##### **Measurement:**

1. Identify available tools, and utilize them.
2. Understand and use formal & informal guidelines for each medium.
3. Access appropriate training for the tools.
4. Assess others' response to communication and adjust accordingly.

## **AREA IX: HUMAN RELATIONS AND CUSTOMER SERVICE**

**Human Relations and Customer Service** competencies address interactions as providers and users/consumers of products and services.

### **Competencies**

A. Treat internal and external customers fairly, consistently and with respect.

#### **Measures:**

1. Build community and strengthens-based relationships. (Strengths-based relationships emphasize the customer and service-provider together seeking solutions that rely on, and respond to the capabilities of both parties in order to address the goals and outcomes that are important to the client.)
2. Recognize the uniqueness of each customer, client and colleague, and vary interaction appropriately to provide effective and respectful service.

B. Effectively inform others of the services one can provide.

#### **Measures:**

1. List ways others have been informed of the services available.
2. Research & implement new strategies to inform those who have not been reached in the past

C. Builds and maintains good working relationships inside and outside the organization.

#### **Measures:**

1. Involve and consider others in decisions and actions, as appropriate – define appropriate?
2. Build and maintain a network of contacts.
3. Receives positive customer feedback; when negative adjusts behaviors.

D. Value diversity among employees and customers.

#### **Measures:**

1. Communicate in a respectful manner with consideration for a person's race, color, religion, national origin, disability, veteran status, sexual orientation, gender, age or position.
2. Recognize others for their unique contributions in meetings, via email, in one-on-one interactions and through other appropriate means.
3. Work to promote an environment in which individuals are comfortable and feel welcomed.
4. Expands knowledge base to ensure that professional services and interpersonal interactions are competent and effective within the context of racial, cultural, ethnic, and linguistic differences.

**E. Aware of one's own bias, open to perspectives other than one's own, and sensitive to cross cultural differences .**

**Measures:**

1. Actively engage in professional development in the area of diversity and inclusion.
2. Encourage open & transparent conversation.
3. Flexible and open to other perspectives, even when these conflict with own perspectives.
4. Aware of and compliant with all related state policies – i.e. Affirmative Action, Harassment, Reasonable Accommodation, Discrimination, etc.
5. Value and incorporate the determinants of multiple world-views and culture/race/ethnicity/language in planning, developing and providing services and programs.

## **COMPETENCY AREA X: PERSONAL AWARENESS AND RESPONSIBILITY**

**Personal Awareness and Responsibility** competencies address self-motivation and awareness, initiative, and healthy behaviors. They include the ability to build strong relationships, balance priorities, and be accountable.

### **Competencies**

#### **A. Responsible for personal health and well being.**

##### **Measures:**

1. Utilize leave time as appropriate and needed – as defined in state contract.
2. Utilize services available through benefits and the community to manage one's health care needs (stress, mental health, spiritual, etc.).

#### **B. Accept responsibility for, and manage, one's own actions and responses.**

##### **Measures:**

1. Actively and consistently seek feedback and adjust behavior according to feedback received.
2. Aware of personal reactions to changing work situations, and choose from an acceptable range of effective strategies.
3. Hold self accountable for results.
4. Identify personal and professional strengths and areas for growth.

#### **C. Create and maintain balance between one's personal and professional life.**

##### **Measures:**

1. Create and maintain appropriate boundaries. Define appropriate?
2. Identify personal and professional priorities and use them to establish goals and expectations.

#### **D. Prepared to respond appropriately to emergency situations**

##### **Measures:**

1. Has knowledge of policies, protocols and procedures such as: Fire Evacuation and Continuation of Operations (COOP)
2. Has knowledge of emergency response procedures such as: CPR, First Aid, etc...